

Information Technology Capital Investment Program
Project Status Report

To: Information Technology Strategy and Investment Committee
John Vittner, Office of Policy and Management

From: Mark Heuschkel

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Agency: Department of Social Services

Project: Connecticut Medicaid Enterprise Technology System (CT METS)

Project Manager: Mark Heuschkel

Reporting Period: Project Inception through 12/31/2021

Total Funds Requested: \$41,328,657

Total Funds Allotted to Agency: \$3,344,741

Accumulative Total Capital Fund Expenditures to Date: \$1,271,882

Brief Project Description/Summary:

The Connecticut Medicaid Enterprise Technology System (CT METS) is a large-scale business process improvement and technology program to improve services and outcomes for residents served by Medicaid and other programs. CT METS, which is led by the Department of Social Services (DSS), is expected to replace existing systems with new, modular technologies and services to enable person-centered service delivery across DSS and other state agencies that administer Medicaid services. The effort is expected to extend over several years, beginning with an effort to optimize business processes and organizational structures, and to solidify plans for an enterprise platform and acquisition of modular systems and services. These systems/services will replace the existing Medicaid Management Information System (MMIS), which processes claims and other transactions for over 800,000 Connecticut residents annually. Other smaller-scale systems supporting Medicaid are also expected to be consolidated into CT METS. The effort is expected to positively impact multiple stakeholders including Medicaid members and providers, as benefits accrue from streamlined operations, new self-service functions, and improved access to data.

Summary of Progress Achieved to Date:

December 2018 Update:

Foundational Procurements:

- Issued Request for Proposal (RFP) for Master Service Agreement (MSA) for Independent Verification and Validation (IV&V) Services
- Received CMS approval on RFP for Organizational Change Management (OCM) and issued it for vendor bids
- Drafted System Integrator (SI) RFP for submission to CMS

Project Management

- Created Project Charter
- Drafted the Project Management Plan including all subsidiary plans and initiated reviews
- Created Master work plan and other sub-plans for SI OCM Prep, Program Architecture, Outreach and Communication to support the CT METS initiative
- Created CT METS web site as part of Outreach and Communication
- Established and held bi-weekly Steering Committee meetings

June 2019 Update:

Project status is flagged as RED pending CMS approval of the IAPD-U, submitted on 4/8/19 and confirmation of the IV&V and OCM procurement timelines. A RAI has been received from CMS which delayed IAPD-U approval. The overall health may return to GREEN once the IAPD-U, with the revised schedule, is approved by CMS and the IV&V and OCM timelines are confirmed

December 2019 Update:

Foundational Procurements:

- **Awarded Master Service Agreement (MSA) for Independent Verification and Validation (IV&V) Services and issued CT METS SOW for bid; selected IV&V vendor and began SOW negotiations**
- **Selected Organizational Change Management (OCM) vendor and began contract negotiation discussions**
- **Received CMS approval for System Integrator (SI) RFP, issued it for vendor bids, selected vendor and began preparations for contract negotiations**

Project Management

- **Received IAPD-U approval from CMS on 7/31/2019**
- **Completed assessment of CT METS Program Alignment to DSS Vision, Mission, Values, Key Priorities and Strategies under the direction of the new Commissioner; Revised CT METS goals, objectives and strategies**
- **Continued Program initiation activities—foundational control processes instituted**
- **Completed MITA Validation in preparation for OCM onboarding**
- **Continued development of Outreach and Communication template to facilitate stakeholder engagement**
- **Managed Master work plan and other sub-plans for SI OCM Prep, Program Architecture, Outreach and Communication to support the CT METS initiative**
- **Maintained CT METS web site as part of Outreach and Communication**
- **Continued bi-weekly Steering Committee meetings**

June 2020 Update:

CT METS continued work on foundational vendor procurements; the Independent Verification & Validation (IV&V) Statement of Work (SOW), and the Organizational Change Management (OCM) Professional Services Agreement (PSA) will be submitted for CMS approval in July; the team continues to work collaboratively with DAS to prepare the System Integrator (SI) contract documents to begin negotiation with the vendor. DSS reviewed the CT METS Program Goals, Objectives, and Strategies at the end of 20 to ensure they align with the new Commissioner's vision, and the team completed updating project artifacts to reflect the refreshed goals. A required IAPD Update for continued federal (CMS) funding is near completion and will be submitted in July to reflect a new Phase 1 timeline, with Phase 1 of the project now slated for completion April 2022, and budget that is slightly less than that originally approved by CMS. The team leveraged a risk management and modeling process to plan for responses to the impact of the COVID-19 pandemic on the Program. The process with HR for hiring new state staff positions was paused due to COVID-19 but has been restarted. In preparation for planned analysis and recommendations by the SI vendor, the team completed architecture and technology guidelines that provide a baseline for the vendor to present their findings. Planning began for R1 Certification and required Certification Artifacts. Repositories for common access to Program documents and to support the CMS Certification effort were established and rolled out to the team. Outreach began in order to prepare DSS SMEs and Business Owners for their role in foundational vendor discovery sessions.

December 2020 Update:

Received IAPD-U approval from CMS on 9/8/2020. Program initiation activities in progress – foundational control process instituted; MITA Validation completed in preparation for OCM onboarding; Outreach and Communication to facilitate stakeholder engagement is in progress.

Foundational procurements are in progress:

- Independent verification & validation (IV&V) – vendor has been selected from the MSA vendor pool; contract negotiations have concluded and contract is final review
- Organizational Change Management (OCM) – vendor has been selected; contract negotiations are in progress
- System Integrator (SI) – vendor has been selected; contract was drafted by the DAS procurement team and contract negotiations were initiated.

JUNE 2021 Update:

- **IV&V Contractor onboarded Feb. 2021.** The IV&V team has been conducting interviews, attending meetings and working sessions, and assessing Program artifacts. Several Program risks have been identified and the IV&V status is RED based on the lack of progress in the SI procurement which impacts the OCM engagement timeline, questions about adequate resourcing, and risks to the Program Budget resulting from elongated procurement timelines.
- **The OCM vendor onboarded April 2021.** Kickoff was completed, and early Deliverables initiated, including the Project Management Plan (PMP) and project work plan which have been submitted for review. Planning is in progress for Business Process Mapping (BPM) with a pilot to begin in September 2021. Stakeholder analysis is in progress and outreach has begun.
- **SI contracting effort still underway.** Final edits in response to OAG review are in process. The contract or contract attestation must be sent to primary funder (CMS) prior to execution. Current projection is SI onboarding expected October 2021.

December 2021 Update:

CT METS Program Manager responsibilities were transitioned to a new Program Manager in August. DSS received CMS approval of annual MMIS IAPDU in September. Executed CMS approved work order for CT METS PMO services in October. Performed and presented a financial analysis of budget vs. expenses to date and a comparative study of CT METS with other states on similar initiatives. The SI Contract was executed in November and the SI vendor started in December.

All OCM Business Process Mapping (BPM) Validation workshops were completed for Iterations 1 and 2. Conducted a CT METS introductory session with Medicaid Administrative Service Organizations, Gainwell (core MMIS Fiscal Agent contractor), and sister state agencies. Completed Leadership Interviews and Stakeholder Readiness Assessment survey.

Issues and Risks:

December 2018 Update:

Issues

- **Schedule** - The 3 foundational procurements' (IV&V, OCM, SI) schedules have slipped, which will result a delay in the completion of Phase 1. CMS (federal funder) has been informed of the delays. An updated funding request to CMS (As Needed-IAPDU) is needed to account for the delay and authorize funding beyond original Phase 1 end date. Extension of the project timeline not anticipated to incur additional project costs.

Risks

- **Data Quality** - If disparities in data quality and data governance are not addressed, then current data issues will engender challenges for data conversion, analytics, and interoperability. The approach and plan to improve data quality is being defined to incorporate into the CT METS Program.
- **Procurement Process** - If the project is not able to get visibility into DAS Procurement Process for IV&V vendor qualification and evaluation, then we will not be able to establish a credible project schedule. Working with DAS to understand the procurement process and establish a revised project schedule.
- **Phase 1 Schedule** - If the IV&V Procurement timeline does not support timely on-boarding of the SI vendor and the CMS Project initiation review, then Phase 1 timelines would be extended beyond 2020. Working with DAS and the AG Office to find ways to improve Procurement task timelines.

June 2019 Update:

A RAI has been received from CMS which delayed IAPD-U approval. The overall health may return to GREEN once the IAPD-U, with the revised schedule, is approved by CMS and the IV&V and OCM timelines are confirmed. Procurement delays have added to scheduling risks.

December 2019 Update:

Issues

- **Schedule** - The 3 foundational procurements' (IV&V, OCM, SI) schedules continue to slip, which has resulted in a delay in the completion of Phase 1. CMS (federal funder) has been informed of the delays. An updated funding request to CMS (As Needed-IAPDU) is needed to account for the delay and authorize funding beyond the Phase 1 end date earlier approved by CMS.
- **Program Director** is overallocated resulting in delays for specific tasks – A managerial position has been approved and posted

Risks

- **Data Quality** - If disparities in data quality and data governance are not addressed, then current data issues will engender challenges for data conversion, analytics, and interoperability. The approach and plan to improve data quality is being defined to incorporate into the CT METS Program.
- **Resources** - If required SMEs are not available for the project at the right time and/or with the right focus, then the project could experience delays, increased cost and/or reduced quality of deliverables.

June 2020:

Procurement challenges continue to represent the most significant risks to project timelines.

December 2020 Update:

Procurement delays and the current anticipated timeline shows the completion of Phase 1 more than 60 days after the timeline approved by CMS in the IAPDU, and there continues to be uncertainty around the ability to meet previously agreed upon turnaround of the Systems Integrator (SI) and Organizational Change Management (OCM) contracts.

Stakeholder availability continues to be impacted due to continued focus on COVID-19 issues which has further delayed progress in the project. Resources remain YELLOW as delays in hiring are putting the program schedule at risk.

June 2021

Procurement delays related to SI contract remain. Timeline for SI engagement has been extended to 17 months.

New risk - funding/vendor burn rate. Phase 1 budget was analyzed just prior to submission for annual IAPD (updated funding request). Budget remains level despite delays, due to mitigation (reduced vendor engagement/burn rate) - UConn OSD MOA eliminated, for example; DSS moving to reduce PMO budget. However, continued delays of SI contract remains a risk to budget as well as timeline, and vendor burn rate must be further monitored and reduced.

An additional risk to further procurements (primarily applicable to Phase 2) was identified: if turnaround times associated with state procurement processes do not improve and become more predictable, then future procurements will result in project delays, rework, and change orders.

December 2021 Update

Issues:

The existing MITA documentation has known gaps and/or inaccuracies which is impacting the level of effort to prepare and conduct workshops as well as the overall delivery timeline of the "As Is" business process analysis conducted by the OCM vendor.

Delays in aligning work products and deliverables between the OCM and SI contractors is delaying BPM as-is work as well as the generation of each of the contractor project plans that will lead to an integrated CT METS master schedule, placing the CT METS Phase 1 end date in jeopardy.

Risks:

If the turnaround time associated with the state procurement processes does not improve and become more predictable then future procurements for the project will result in project delays, rework, and change orders.

If the work OCM is currently producing is not what the SI vendor is expecting/needs then significant delays in the project could occur resulting in pushing out the end date for phase one which would impact the budget and resources.

If DSS Business Area resources are unable or unwilling to support vendor requests and evaluate recommendations, then project outcomes will be negatively impacted resulting in technical design or process flaws that may require change orders.



Next Steps & Project Milestones:

December 2018 Update:

Complete IAPD-U updates as required
 Gather Project Certification Artifacts for CMS Initiation gate Review
 Execute Outreach and Communication initiatives as planned
 Complete required preparatory tasks prior to on-boarding the OCM vendor
 Complete required preparatory tasks prior to on-boarding the SI vendor
 Complete Program staffing tasks including supporting HR hiring activities and acquiring appropriate space
 Complete IV&V Solicitation and Procurement
 Complete OCM Solicitation and Procurement
 Complete SI Solicitation and Procurement

June 2019 Update:

Secure As Needed APD federal approval
 Complete Program staffing tasks including supporting HR hiring activities and acquiring appropriate space
 Complete IV&V Solicitation and Procurement
 Complete OCM Solicitation and Procurement
 Complete SI Solicitation and Procurement

December 2019 Update:

Complete IAPD-U updates as required
 Gather Project Certification Artifacts for CMS Initiation gate Review
 Execute Outreach and Communication initiatives as planned
 Complete Program staffing tasks including supporting HR hiring activities and acquiring appropriate space
 Complete IV&V Procurement
 Complete OCM Procurement
 Complete SI Procurement

June 2020 Update:

The IAPD Update will be submitted in July. The team will continue review and update of SI draft contract documents and begin vendor negotiations. Onboarding of IV&V and OCM vendors will begin upon receiving CMS approval of the SOW/contracts. Work will continue on preparation for R1 (Project Initiation) CMS Certification gate review, and related updates to project management artifacts. Program Governance will continue to evolve with the additional membership in the Steering Committee including external agency partners. The process to support a technology architectural practice, which will drive Data Governance practice, will be clarified. The Program Director will continue discussions with DSS Managers regarding the Program's matrixed organizational structure. He will complete the hiring process for a CT METS manager and will work with functional managers to support hiring of matrixed staff. Work will continue on execution of the CT METS Stakeholder Engagement Strategy.

December 2020 Update:

Complete IAPD-U updates as required most recent updates were approved on 9/8/2020
 Commence work with the new IV&V contractor
 Complete negotiations and execute contracts with the OCM and SI contactors

June 2021 Update

IV&V Contractor onboarded Feb. 2021. Kickoff completed. Ongoing reports being delivered monthly.
 OCM contractor onboarded April 2021. Kickoff completed. PM deliverables submitted.
 Phase 1 outcomes for new certification process reviewed by CMS and approved.

December 2021 Update

Complete SI onboarding and kick-off
 Execute amendment to OCM Contract
 Establish Change and Communication Management Office
 Align SI and OCM work products and deliverables and complete integrated planning